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COMMANDERS DIGEST

DEPARTMENT OF DEFENSE • WASHINGTON, D.C.

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Increased Reliance In An Emergency

Guard, Reserve Units To Augment Active Forces

Because of budgetary limitations the Defense Department will increase its reliance on combat and combat support units of the National Guard and Reserves to augment the active forces in any future emergency.

Secretary of Defense Melvin R. Laird, in an Aug. 21 memorandum to top Defense officials, said President Nixon had requested reduced expenditures during Fiscal Year 1971 and an extension of these economies into future budgets.

The Secretary said that within the Defense Department, these economies will require reductions in over-all strengths and capabilities of the active forces and an increased reliance on the Guard and Reserves to fulfill manpower needs.

"I am concerned," he said, "with the readiness of Guard and Reserve units to respond to contingency requirements, and with the lack of resources that have been made available to Guard and Reserve commanders to improve Guard and Reserve readiness."

Secretary Laird noted that Public Law 90-168 places responsibility with the respective Secretaries of the Military

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SILVER STAR FOR VALOR—USAF Captain Palmer G. Arnold receives congratulations from the Vice Presidents of the United States and the Republic of Vietnam. He was among 12 U.S. and Vietnam servicemen decorated for valor by Vice President Spiro T. Agnew and Vice President Nguyen Cao Ky in flightline ceremonies at Tan Son Nhut AB, Republic of Vietnam, during Vice President Agnew's Southeast Asia tour.

Reviews Congressional Action

Secretary Laird Is Confident Of Nation's Deterrent Force

Secretary of Defense Melvin R. Laird is confident the United States has a deterrent force strong enough to discourage a first-strike effort by any would-be aggressor.

". . . the retaliatory power which we presently possess is sufficient to prevent that kind of a strike against the United States," the Secretary of Defense said Sept. 2.

Secretary Laird made that observation during an unannounced news conference with Pentagon reporters. He had invited the newsmen to join him for a cup of coffee in his pri-

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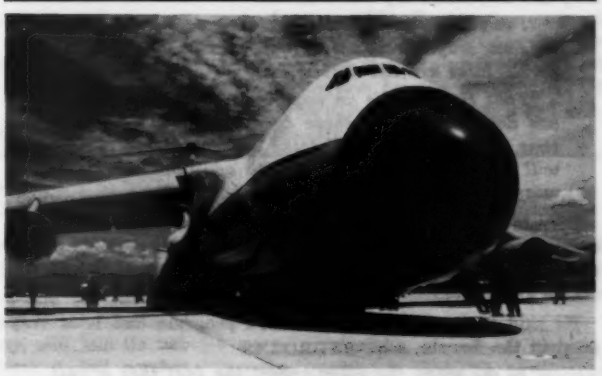
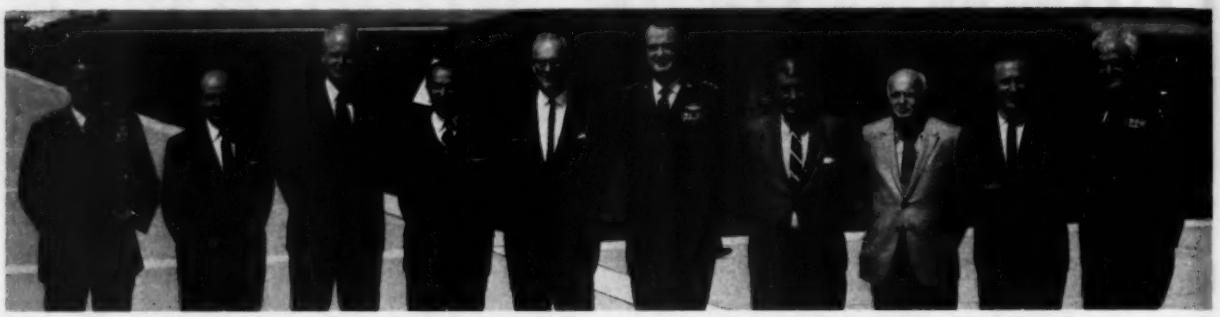


WORLD'S BIGGEST JET IN RVN—The Air Force's C-5 Galaxy has made several flights to Cam Ranh Bay AB, Republic of Vietnam, and is scheduled to make more as needed. The C-5 dwarfs a commercial Boeing 727 jet, left, parked behind the Galaxy. The height of the ladders leading to the cockpit amazes tactical airlift crewmembers, right. (USAF Photo By Sgt. William F. Diebold)



USAF ACADEMY ADVISORY COUNCIL MEETS—The members of the Air Force Advisory Council pause during their two-day semiannual meeting at the USAF Academy, Colo. The Council met to advise Academy Superintendent Lieutenant General A. P. Clark on the operation of the Air Force institution. Left to right are: Lieutenant General Robert J. Dixon, Deputy Chief of Staff for Personnel, Hq USAF, Washington, D.C., Advisor; Mr. Leonard Marks Jr., Senior Vice President, Wells Fargo and Company; Mr. Charles B. Wilkinson, Special Advisor to the President of the United States; Dr. Benjamin H. Balser, Consultant Psychiatrist; Dr. Walter Wrigley, Council Chairman and Professor of Aeronautics, Massachusetts Institute of Technology; Lt. Gen. Clark; General Edwin W. Rawlings (USAF retired); Mr. Eugene M. Zuckert, Attorney and former Secretary of the Air Force; Mr. Charles B. Thornton, Chairman of the Board, Litton Industries, Inc.; and Major General John A. Lang Jr. (AF Reserve), Adminstrative Assistant to the Secretary of the Air Force. The Council consists of 12 members plus Air Force Advisors.

Secretary Laird . . .

(Continued From Page One)

vate dining room because as he said: "I do feel that these meetings with Pentagon regulars are worthwhile."

Two of the many subjects covered at the hour-long session were the Strategic Arms Limitation Talks (SALT) and recent Congressional action.

Discussing the SALT talks (which are in recess until Nov. 2), Secretary Laird said he hoped the U.S. would maintain a sufficient strategic and defensive capability during the mid-1970s and beyond to forestall any possible confrontation.

He is hopeful the SALT talks will be successful, but in case they are not, Secretary Laird noted:

> *"I've said on many occasions that we have some very difficult, tough decisions to make . . . in the event the SALT talks are not successful.*
>
> *"That timetable is an important one to watch. We can delay certain of these decisions for a period of time. But, if the SALT talks are not successful, we will have to move forward with additional strategic weapons systems."*

Secretary Laird reviewed Congressional activity of the preceding days which was climaxed by the Senate's passage (Sept. 1) of the Defense Authorization Bill for Procurement and Research and Development.

He said support of the President's program had been very good in the Senate, adding:

> *"In my view, the votes reflect the fact that a vast majority of American citizens want an adequate defense posture for the United States in view of the growing Soviet military buildup, not only in the strategic weapons area, but also as far as their conventional forces go, particularly their Navy."*

The Secretary of Defense saw unanimity in Congress on the President's timetable for withdrawals from the Republic of Vietnam.

"I think it was interesting to note that the so-called (Senator) McGovern Amendment was changed before it was finally voted on to more or less approve the announced timetable of the President's up through May 1.

"As you know," he said, "the troop ceiling has been announced for May 1 of 284,000. This particular amendment on May 1 used the figure 280,000, which was a very interesting development, a very significant development that did materialize in the United States Senate and in the Congress during the past 60 days."

He noted that no announcement had been made beyond that date and said, "we don't intend to make any further announcements at this time."

The McGovern-Hatfield Amendment to the Defense authorization bill (defeated 55-39) required the withdrawal of all U.S. forces from Indochina by Dec. 31, 1971.

Secretary Laird said he was sure the significance of the defeat had not been overlooked.

Other amendments to the Defense authorization bill defeated by the Senate (and opposed by the Defense Department) included those that would:

—Prohibit sending draftees to Vietnam.

—Require construction of DD-963 destroyers at two shipyards.

—Restrict procurement funding for Safeguard to Phase I sites.

—Eliminate procurement funds for Safeguard; prohibit deployment of system.

—Require establishment of an all-volunteer armed force on a fixed timetable.

—Eliminate $200 million from C-5A program.

—Limit Fiscal Year 1971 spending to $66 billion (a reduction of $5.2 billion).

Soviet Force Cruises In Caribbean Waters

A Soviet task force, which includes a guided missile light cruiser and a guided missile destroyer, steamed into the Caribbean Sept. 5.

Secretary of Defense Melvin R. Laird first announced the Soviet ship movements Sept. 2.

He said information on the Soviet ships was made public to "add further evidence to the fact that the Soviet Union is going forward with a . . . worldwide, all-ocean, naval force.

"I have made the point on several occasions about the increased presence of the Soviet Union in the Mediterranean.

"This is a worldwide naval presence and I believe that it is well to make this information public."

The current deployment of a Soviet naval task force into the Caribbean is the third such deployment into that area since the summer of 1969. There are five ships in the present task force.

In May of this year, another task force, which approached to within 40 nautical miles of the Louisiana coast, conducted operations in the Caribbean.

The Defense Department said the other two forces which had operated in the Caribbean included conventional and nuclear-powered submarines, with anti-submarine warfare (ASW) and surface-to-surface missile capabilities.

In the 1969 deployment to the Caribbean, the Soviet ships conducted ASW exercises in the Gulf of Mexico, and some of the units visited Martinique and Barbados Islands.

COMMANDS SIXTH FLEET—Vice Admiral Isaac Campbell Kidd Jr., has assumed command of the Sixth Fleet, relieving Vice Admiral David C. Richardson. The change of command ceremony was held aboard the USS Springfield, a light missile cruiser and flagship for the Sixth Fleet, in the Bay of Naples. Vice Adm. Richardson reports in mid-September to Pearl Harbor, Hawaii, where he will assume duties as Deputy Chief of Staff, CINCPAC Fleet.

Navy's Sidewinder Selected For Air Force F-15 Fighter

The Air Force has announced the cancellation of any further effort to develop the AIM-82 Short Range Tactical Air-to-Air Missile and the selection of an advanced version of the Navy's AIM-9H Sidewinder, as the initial air-to-air missile for the F-15 air superiority fighter.

The advanced AIM-9H will also serve as an improved performance missile for the current inventory fighters.

In January 1970, Deputy Secretary of Defense David Packard directed the Air Force and the Navy to arrive at a joint recommendation for the development of a single missile for joint service and multiple aircraft use.

Polls Indicate

Students Support Voluntary ROTC

Every major poll that's been taken shows that well over two-thirds of college and university students support the ROTC program as long as it is on a voluntary basis, according to Secretary of Defense Melvin R. Laird.

When asked if there was any thought of divorcing ROTC from university campuses Secretary Laird replied, "There have been several proposals along that line, and we are looking at these proposals which have been made by the various Senators.

". . . we have no such program in mind as far as research is concerned either. But this is a matter we also must look at, and I think it's interesting to note that every major poll that's been taken of college students shows that well over two-thirds of the students on our college campuses support ROTC."

Secretary Laird noted that this has been true "of all major polls; the most recent one, of course, the Harris Poll which shows strong support for the ROTC program, as long as it is on a voluntary basis."

Airlift Of 11,000 Soldiers To Germany Scheduled In October

The 1st Infantry Division (THE BIG RED ONE) is returning to Germany this October with two brigades to participate in Exercise REFORGER II. Beginning Oct. 5, more than 11,000 U.S.-based soldiers will fly to Rhein Main, Ramstein, and Echterdingen Airfields.

U.S. Air Force C-133 and C-141 aircraft will airlift Army troops from stateside installations for the training exercise.

Lieutenant General George O'Connor, Commanding General of the U.S. VII Corps, will be in charge of the field training portion of REFORGER II.

The 3rd Brigade of the 1st Infantry Division, which is permanently stationed at Augsburg, Germany, will join its two sister brigades to form a full combat division for maneuvers against aggressor forces from the U.S. 3rd Infantry Division and the German 35th Panzer Grenadier Brigade.

The exercise is not a test of speed or rapid response; however, the movement to Germany of REFORGER II units will be significantly faster, requiring only seven days as compared with 16 for REFORGER I.

REFORGER II is a realistic training exercise conducted annually in accordance with U.S. commitments to the North Atlantic Treaty Organization (NATO) and commitments made in the 1967 Trilateral Agreement between the United States, the United Kingdom, and the Federal Republic of Germany.

THE UNITED STATES AND DISARMAMENT

In a recent speech before the Committee on Disarmament meeting in Geneva, the U.S. Representative—James F. Leonard—reviewed the entire position of the United States toward general and complete disarmament. Excerpts of his address follow.

The resolution on general and complete disarmament adopted by the 24th U.N. General Assembly differed in several respects from those of earlier years. The most important difference was that instead of urging us to renew our efforts toward progress in reaching agreement on [disarmament] this resolution requested that we work out a comprehensive program dealing with all aspects of the problem of the cessation of the arms race and general and complete disarmament as a guide for our further work and negotiations.

In my statement today, I intend to discuss the question of

'I think all of us will agree that progress toward [disarmament] cannot be made in a vacuum but will have to be accompanied by concrete progress toward a peaceful world.'

general and complete disarmament in relation to this resolution.

I want to make clear at the outset that we continue to support the goal of general and complete disarmament. At the same time, however, I think all of us will agree that progress toward [disarmament] cannot be made in a vacuum but will have to be accompanied by concrete progress toward a peaceful world. Such a peaceful world . . . would be:

- *a world in which the rule of law, and not the use of force, prevails in the relations among states;*
- *a world in which there are agreed standards of international behavior;*
- *a world in which effective means of enforcing international agreements and settling disputes have been established and are utilized;*
- *a world in which there prevails a spirit of confidence, openness, and a recognized community of interests among states.*

Suitable Political Climate

We believe that progress toward such a world, toward halting the competition in arms and toward [disarmament] can and indeed must be made.

As we look back over the 1960s we see that advances have already been made. As we look forward to the seventies, we see reason to hope that greater progress will be registered. But continuing progress toward general and complete disarmament will not depend exclusively on our planning or negotiations in [this Conference]. It will depend in large part upon the existence of a suitable international political climate, important aspects of which will be:

- *strengthening the United Nations through the creation of effective machinery for international peacekeeping;*
- *regional efforts to develop institutions to preserve the peace and to cope with local problems and disputes;*
- *a desire on the part of all important military powers to associate themselves with existing constraints on armaments and to enhance prospects for effective disarmament negotiations.*

Willingness To Negotiate

In discussing the framework for a durable peace in his report on foreign policy for the 1970s, President Nixon pointed out that "Peace requires a *willingness to negotiate.*"

And he went on to say that we "are working toward the day when *all* nations will have a stake in peace, and will therefore be partners in its maintenance."

There are several ways in which progress in arms control and disarmament can be achieved:

- *through multilateral negotiation of global measures . . . ;*
- *through regional negotiations and arrangements such as the Treaty of Tlatelolco, possible mutual and balanced reduction of forces in Europe, and possible arms limitations in areas of local conflict;*
- *through bilateral negotiations like the current U.S.-Soviet discussions on the limitation of strategic arms; and*
- *through unilateral decisions which might be emulated or reciprocated by other states.*

International Achievements

The main point . . . of the 1969 U.S. resolution on [general and complete disarmament] is, in our view, a very simple straightforward question: Where do we stand today in the fields of arms control and disarmament, and what are our prospects for the future?

In answering this question it is useful first to review what has already been achieved, since past efforts have left us with unfinished business and have perhaps opened opportunities for further steps.

One of the most important measures achieved through negotiations before World War II was the 1925 Geneva Protocol.

This measure limits the use, or at least the first use, of certain types of weapons. It does not, however, prevent or limit the development of these armaments. This task is still ahead of us.

After the war the first measure achieved was the Antarctic Treaty, which is now more than decade old. This measure limits all armaments in one part of the world; it has encouraged international cooperation and scientific research, and it has been an example for later agreements.

In 1963 we achieved the Limited Test Ban Treaty, which placed certain restraints on the testing of nuclear weapons and limited radioactive contamination of the atmosphere. The preamble expressed the intention of the parties to seek to achieve the discontinuance of all test explosions of nuclear weapons.

Nuclear-Free Zone

In 1967 negotiations were completed on the Latin American nuclear-free zone, the Treaty of Tlatelolco, a measure which prohibits the acquisition of nuclear weapons in a specific region of the world. Moreover, 1967 saw the entry into force of the Outer Space Treaty, which prevents the introduction of nuclear weapons in an area which man is just beginning to explore. The Outer Space Treaty made a significant contribution to strategic stability.

The Nonproliferation Treaty, which came into effect this year, is, we believe, the most significant arms control step to date. The [Treaty] has highlighted the need for further arms control and disarmament negotiations, and these are, in fact, underway today.

I turn now to measures that might be negotiated in light of the present world situation.

An early agreement banning biological agents is clearly possible; it would be a significant disarmament measure.

We have made a great deal of progress in negotiating a prohibition on the emplacement of nuclear weapons and other weapons of mass destruction on the seabed.

The U.S. delegation has proposed negotiation of a cessation of the production of fissionable materials for use in weapons, and a number of other delegations have strongly supported this proposal.

Plan For The Future

This is not a compendium of all measures that have in one form or another been put forward by various delegations, but it is sufficiently extensive to bring us to the next question: What further measures do members of the Committee believe have serious possibilities of being negotiated now or in the near future?

The U.S. delegation cannot presume to answer this question for the Committee.

We, do, however, have a suggestion as to how we might proceed—a suggestion consistent with the desire of several delegations that we find ways to achieve a higher output and a broader scope for our work. Our suggestion is that the members of the Committee look at the problem of arms races as a whole and examine which elements are already being attacked and which are not.

'Let us keep in mind that arms control measures . . . have benefits beyond their immediate specific terms. They have an important effect on the atmosphere in which governments make their decisions concerning armaments and disarmament possibilities.'

Most measures of disarmament and arms limitation that have been proposed in recent years deal principally with weapons of mass destruction. This is as it should be. These weapons must be brought under control. But should we not be concerned about other aspects of arms competition?

I would like to suggest that all members of the Committee consider what measures might be achieved relating to armaments that they already possess or might feel some pressure to acquire.

How could such measures be negotiated?

When might they be considered?

It is easier for nations to reach agreements now to prevent arms races than to attempt to control them once they are underway.

Downward Spiral

Let us keep in mind that arms control measures . . . have benefits beyond their immediate specific terms. They have an important effect on the atmosphere in which governments make their decisions concerning armaments and disarmament possibilities. During the 1950s most governments probably expected that the arms race would continue to spiral upward.

Today, however, many are no longer certain this will happen. The measures that have been achieved, the forces of international cooperation they have set in motion, and the further negotiations they have engendered have helped to create an expectation throughout the world that armaments may level off or even spiral downward.

Mr. Chairman, I have set forth in some detail today the views of the U.S. delegation on how we believe progress can be made toward our common goal of general and complete disarmament. I hope that during this session other delegations who have thoughts to contribute will also express their views on general and complete disarmament. . . .

COMMANDERS DIGEST

THIS PUBLICATION CONTAINS OFFICIAL INFORMATION, NEWS AND POLICY, DIRECT FROM WASHINGTON AUTHORIZED SOURCES.

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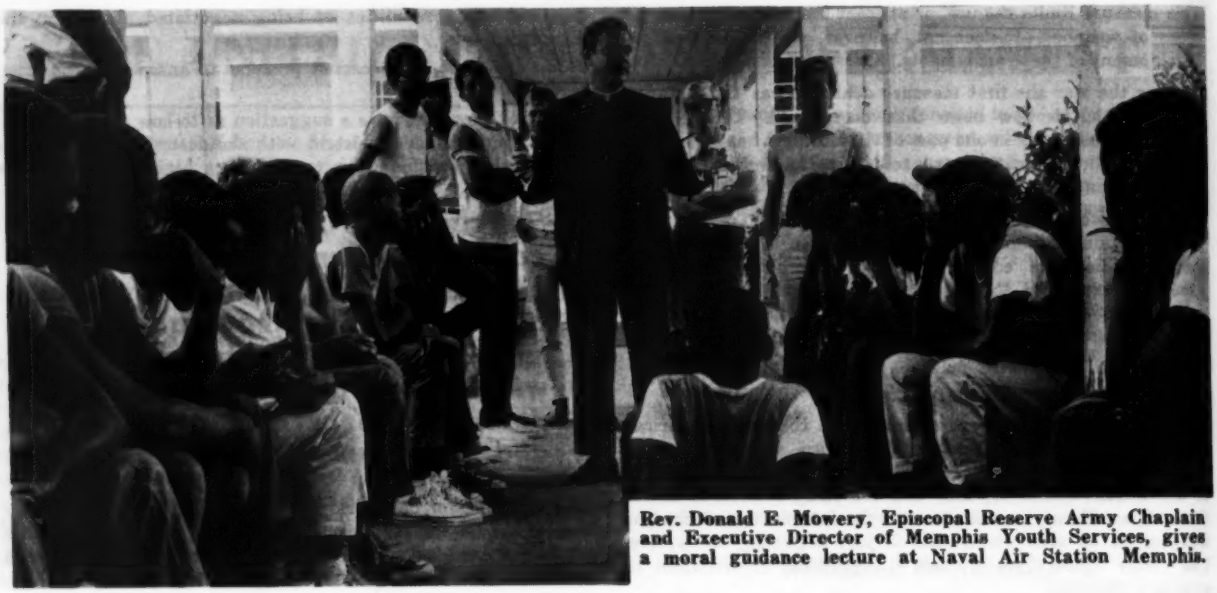

Rev. Donald E. Mowery, Episcopal Reserve Army Chaplain and Executive Director of Memphis Youth Services, gives a moral guidance lecture at Naval Air Station Memphis.

Military-Civilian Cooperation Generates Youth Action Program

A youth action program was started in Tennessee two years ago. It was conceived by civic leaders in the local communities and successfully carried out by the Navy, Air Force and Army.

Three of the men who were and are driving forces behind the program were interviewed in Washington Aug. 17. They are the Rev. Donald Mowery, Episcopal Reserve Army Chaplain and Executive Director of the Youth Service Memphis, Inc., who originated the program; Rear Admiral Ernest E. Christensen, formerly at Millington Naval Air Station at Memphis and now Assistant Deputy Chief of Naval Operations (Development) in the Pentagon; and Lieutenant General David Jones, Commander, Second Air Force at Barksdale AFB, La.

The three expressed keen interest as they discussed the program which has benefited thousands of youths who have enjoyed the facilities and education-training at military installations. Following are excerpts from the interview:

Q—Father Mowery, just how did the idea for this program originate?

Rev. Mowery—First of all, Youth Service Incorporated in Memphis is an agent of the Episcopal Church. Most of the youngsters come to us through the juvenile court, the police department and the social agencies. After the death of Dr. Martin Luther King in Memphis, we realized that if our children are going to survive we had to have something new and different to keep these youngsters busy.

We realize the value of camping in our program, getting boys or girls from the ghetto area and the asphalt jungle out in nature and letting them learn to live together this way. We had been camping in our state parks but it's quite expensive for us. We had an idea. We have the world's largest naval base in Memphis and it has some of the very finest recreation facilities the Navy has to offer anywhere. Why not utilize some of these facilities when they're not being used by the Navy?

With this in mind, we went to our good friend, Admiral Christensen, presented him with the idea and asked, "Could we use his facilities, the gym, the lake, when the Navy's men are in school in the daytime and then vacate at four o'clock in the afternoon?"

This is basically how the idea originated.

Q—How many young people were involved in this program?

Rev. Mowery—Our program is for 15-, 16- and 17-year-old boys. Throughout the country, the juvenile court judges tell us there are plenty of programs or adequate programs for boys up to their 15th birthday. We have the Little League and the Boy Scouts, but once the boy reaches 15 we begin to lose him. This is when a lot of the boys get into serious difficulties with the authorities.

Q—Admiral Christensen, how does this program strike you?

Adm. Christensen—From the very first we at Navy Memphis were very enthusiastic about the possibilities of using the facilities during the time off.

Rev. Mowery—Let me give you an example of the contagious enthusiasm we found at the Navy base. The dental department came to us and said, "What can we do to help?" We explained that most of these boys come to us without toothbrushes and toothpaste. They got somebody to donate toothbrushes and toothpaste. We take the boys to the dental hygienist who teaches them how to brush their teeth properly. Then when they think their teeth are clean we give them a red disclosure tablet. A boy swishes it around in his mouth and anywhere

there's bacteria it shows red and we send him back in to brush his teeth again.

Then we give the boy a handful of these red tablets to take home with him. If he's got brothers and sisters he can teach them what he learned.

On their own, other people came in and asked, "What can we do?" We have complete medical examinations for the boys, too.

Q—How did the Air Force get into the program? How did you first hear about the program?

Gen. Jones—It was clear to me the fence around our base didn't isolate us from these problems and shouldn't be a barrier to our participation in the solution. So I looked around for a program that would help.

We had the capability. It wouldn't interfere with our basic defense mission, and as long as it didn't cost any Department of Defense dollars we wanted to get involved.

Q—How do you justify expending the energy and the time on a program like this? There are some people in the military who may not quite see this as a part of the military mission. What do you say to someone like that?

Gen. Jones—First, as I mentioned, our fences really can't isolate us. We have the capability to be involved without interfering with our mission. We think it's actually an obligation on our part, collectively and individually, to assist. We really don't spend any Department of Defense dollars. We have no more people authorized. Mainly it's in our spare time. Young officers and airmen volunteer to assist. We have trained counselors. They are all civilian counselors, graduate students or high school football coaches. We are reimbursed for all the meals they eat in the dining hall.

Q—How are you reimbursed?

Gen. Jones—This is a joint program with the city. Actually, with the city or the local community, because in many places we go far beyond one city. They develop their committees and one will be for selecting the boys. We don't select the boys. It would be quite presumptious for us to move into a city and try to solve their problems or try to select the boys. They select the boys. They raise the money and they hire the counselors, and we provide the service for the local community.

Q—What's the nature of the program? You have mentioned some recreational benefits, but certainly it's not limited to just recreation. How do you envision the program as satisfying sort of a whole man, the many things that this young man wants to be?

Rev. Mowery—This is the most exciting part about the program as far as I'm concerned. We're not running a recreational program. Recreation is just one part of it. They swim. They play basketball. They learn boating skills.

But the most important part of the program is the educational part. Navy Memphis has 35 of the finest schools that the Navy has to offer. We take the boys on a tour of these schools. They see these 18½-year-old Navy men and Marines—the average age in Memphis is 18½—are learning to do a job, working on jet aircraft, welding and this kind of thing. Many of them say for the first time, "Say, look, I'm 16 years old. I can do this when I'm a couple of years older."

It begins to motivate these boys toward trying to have some goals, trying to achieve something in life. Most of these youngsters come to us with no motivation and no purpose or goal in life. We try to give this to them.

At the end of our program we have a graduation ceremony. We present each boy with a picture of his group. A certificate that's designed by the Navy and another by the Air Force—and the Army has its own, too—show the boy has had this week's experience.

Guard, Reserve Units . . .

(Continued From Page One)

Departments for recruiting, organizing, equipping and training of Guard and Reserve Forces.

He said it was his desire that the Secretaries of the Military Departments provide in the Fiscal Year 1972 and future budgets, the necessary resources to permit the appropriate balance in the development of Active, Guard and Reserve Forces.

"Guard and Reserve units and individuals of the Selected Reserves will be prepared," he said, "to be the initial and primary source for augmentation of the active forces in any future emergency requiring a rapid and substantial expansion of the active forces."

The Assistant Secretary of Defense for Manpower and Reserve Affairs will be responsible for coordinating and monitoring actions to achieve the following objectives:

- Increase the readiness, reliability and timely responsiveness of the combat and combat support units of the Guard and Reserves and individuals of the Reserves.
- Support and maintain minimum average trained strengths of the Selected Reserve as mandated by Congress.
- Provide and maintain combat standard equipment for Guard and Reserve units in the necessary quantities; and provide the necessary controls to identify resources committed for Guard and Reserve logistic support through the planning, programming, budgeting, procurement and distribution cycle.
- Implement the approved 10-year construction programs for the Guard and Reserves, subject to their accommodation within the currently approved Total Obligational Authority (TOA), with priority to facilities that will provide the greatest improvements in readiness levels.
- Provide adequate support of individual and unit Reserve training programs.
- Provide manning levels for technicians and training and administration Reserve support personnel equal to full authorization levels.
- Program adequate resources and establish necessary priorities to achieve readiness levels required by appropriate guidance documents as rapidly as possible.

ZERO DEFECTS

'The Quest For Quality'

There is nothing new in suggesting that "people" cause defects or hang-ups during a normal day on the job.

But there is a growing conviction that defects are largely preventable, provided industry and government organizations translate fundamental concepts of motivation and quality control into operational practice.

That may sound easier said than done, but a 231-page technical report published by the Office of the Assistant Secretary of Defense for Installations and Logistics makes an in-depth study of the problem and comes up with some surprising answers.

Individual Views

Actually, the report is a compilation of individual points of view and experiences of officials and professors who have used the weapons of psychology, economics and various management sciences to grapple with quality control problems.

The Department of Defense is quality minded and spares no effort in establishing and enforcing high but reasonable standards of quality.

But it is recognized that defects do slip through. They have their roots, students of quality control contend, in design, development, engineering, specifications, production testing, and the "human condition."

This "human condition"—or element—is prevalent under all conditions involving people, regardless of endeavor.

Quality Program

The quality program, operating under the premise that all defects are preventable, is well-known in the Armed Services as Zero Defects (ZD).

Among the many, many facets in this program there is one that stands out. That is to find ways and means by which people can better relate to their work through improved motivation and communications.

Technical language aside, the theory is based on the elementary principle that most people want to do the right thing. But they also want to be heard. They want to communicate effectively with those above, below, and beside

them, and they want visible recognition of work well done.

The technical report suggests that in an industrial and governmental context "there is good reason for believing that the great preponderance of defects are traceable specifically to dispirited persons" who go about their assigned duties in absent-minded lethargy.

Human Performance

A paper prepared by Peter B. Vaill, Graduate School of Business Administration at the University of California, takes a close look into the "human performance" of a man on the job during a normal work day.

At the base of his report is the man's behavior during the work day—everything he does on the job affects the organization in one way or another. But the dollar value attached to his behavior cannot always be measured, the author observes.

For example, a man decided to talk to his supervisor. The cost to the organization is the man's time away from his work plus the supervisor's time. The organization profits if the conversation produces a new idea or mood in the man that improves his work. But no organization would attempt to determine if the conversation was a justifiable "investment."

IN-DEPTH STUDY

Surprising Answers

Basically, however, the long-term benefits to the man could be of great value to the organization. If his idea was a good one—and accepted with proper recognition—his mood would brighten and better efficiency result.

There are many factors causing a given level of performance, according to Vaill's report. There are five factors, however, that have received the bulk of attention by theorists and researchers.

They are considered "the key variables," he said in any program of planned performance improvement and include personality, group membership, task structure, supervisory behavior and organization climate.

Theorizing, one must conceive of a man's performance as being the product of a combination of his own personal characteristics, the influences of the group with which he works, the nature of the work he is doing, the type of supervision he receives, and the climate of the organization in which he works.

The relationship of these five factors is clear. For example, the supervisor's expectations of a man probably will influence the man's "expectations" of himself. Other members of the work group will have much in common with him (education, past experiences, etc.).

In this sense the group's expectations will probably parallel the man's expectations—getting ahead, not angering management unduly, and performing the job at an acceptable standard or even in a superior manner.

Technical Report No. 9, "Zero Defects—the Quest for Quality," was published to stimulate ideas and encourage programs aimed at improving the quality of manufactured products and of services. A copy of this report may be obtained from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. The price is $2 a copy.

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